

THE GEORGE
WASHINGTON
UNIVERSITY
PRESIDENT'S
REPORT
1989

**A Year of Solid Accomplishment.
A Year of Planning for the 1990s.**



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On the cover:
Rich research potential
exists for GW students
and faculty. Photographed
at the Library of Congress
are David McAleavey—
English professor, poet
and associate dean of
Columbian College—
with Tonya Caprarola, a
senior from Westminster,
Md., majoring in
international politics.

**A MESSAGE
FROM THE
PRESIDENT**

Most university presidents, as they conclude their first year in office, yearn to report that solid progress has been made, on a team basis, toward the resolution of their universities' existing needs—and that equally solid progress is being made, also on a team basis, toward setting up the planning and policy procedures needed to deal with future challenges.

What most university presidents yearn to report is what I, as president of The George Washington University, can confidently and proudly report to all of the school's constituencies: trustees, faculty members, students and their families, staff, administrators, alumni, neighbors, and friends. It makes me even happier to be able to say that these forward steps have been achieved through an exemplary process of University-wide cooperation. The process we have experienced in this year of true collegiality has been characterized by concern for the entire University, willingness to share information and ideas, and a sense of optimism with regard to our common endeavor.

Here are some of the highlights of a year of solid accomplishment, as seen from my office:

☐ **First and most important, the very process I am engaged in describing has marked the University's transition from a period of relative decentralization to a time when our**

**A Time for Optimism.
A Sense of Community.**

separate schools and colleges, without losing sight of their

individual interests, are growing used to functioning with the overall well-being of the University in mind.

☐ **This burgeoning sense of a common good with which more individual concerns need to be coordinated has been epitomized by the creation and successful functioning of the Budget Advisory Team, chaired by Vice President Robert Chernak, a forum for candid debate by representatives of the major GW constituencies—faculty, students, staff, and administrators—as to how the University's resources should be allocated in order to reach our shared institutional goals.**

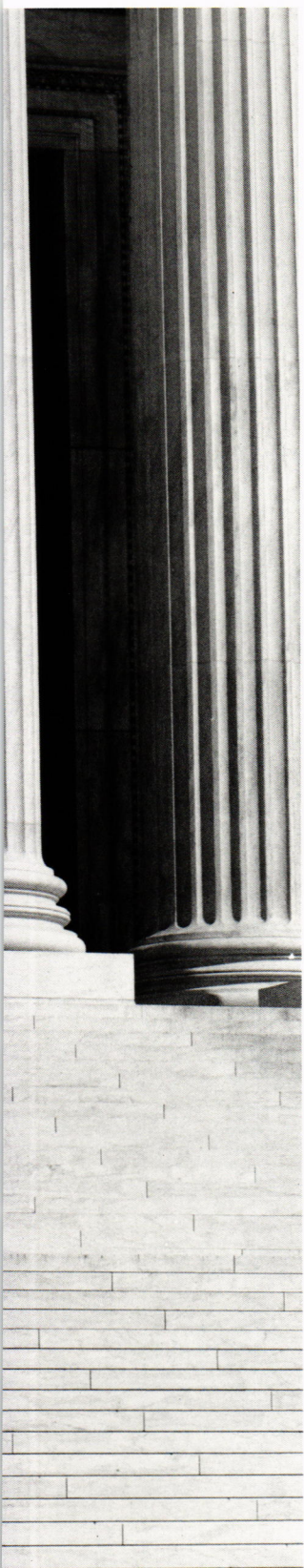


Stephen Joel Trachtenberg

Tom Wolff

THE GEORGE
WASHINGTON
UNIVERSITY





National Law Center programs have produced outstanding graduates—including such illustrious figures as Sen. Daniel Inouye, Watergate Special Prosecutor Leon Jaworski, and three-time cabinet member Patricia Roberts Harris, former secretary of HUD, HEW, and HHS. The Law Center's Washington location provides unparalleled opportunity for first-hand observation of how the federal government operates. Pictured are Associate Professor of Law Lynn Stout, with third-year law students Todd Baldwin and Kahbo Chiew, concluding a visit to the U.S. Supreme Court.

□ Another major component of this growing sense of institutional coherence and identity has been the strong performance, in the past year, of the Council of Deans, including the new arrangement under which the Council meets regularly with me and the University's vice presidents. The Council has clearly demonstrated its capacity for policy formulation and collective decision-making and can be expected, in the years ahead, to maintain and extend its central role within the academic life of GW.

□ In order to further our new emphasis on University-wide planning perspectives, Dr. Roderick French, the Vice President for Academic Affairs, has been given direct oversight of the budgets of GW's schools and colleges.

This change has greatly increased our capacity to see to it that

no academic program deemed essential for the University is denied the funding it needs.

□ All University activities and programs involving our undergraduate and graduate students, from admissions through alumni affairs, have undergone and will continue to undergo careful review. At the level of admissions, so critical to the academic and fiscal health of the University, we have greatly improved our application procedures and publications while actively preparing for the longer-term challenge: the arrival, after several years of unexpected reprieve, of a serious nationwide downturn in the number of men and women applying for college admission. Our alumni programs are also being strengthened, in recognition of the lifelong relationship that benefits both alumni and the University. The initiation, by Ron Howard, of alumni admissions committees across the country is one example of our efforts to increase alumni involvement in building our student body.

□ The goal we are now working toward, in the face of this demographic challenge, is to increase the number of qualified applicants to GW so as to make certain that our present "banner enrollment" in the 1989-90 academic year comes to be perceived as a prediction of even better

**Funding for Vital Programs.
An Emphasis on Planning.**

things to come. Establishing a Visitors' Center on campus, strengthening our Volunteer Assistance Program, and expanding travel to new areas and contacts with high school guidance counselors are only a few of the activities we are undertaking. We intend to see to it that the quality of our student body, as we move through the 1990s, undergoes steady improvement and makes GW an even more

**New Ideals of Cooperation.
A Fresh Sense of Identity.**

attractive school for teachers and researchers of outstanding talent.

- Student life activities also benefited from additional coordination in the past year. We created the Office of Campus Life by combining several functions and, in the process, made an expanded commitment to our educational mission by offering programs and services providing for the personal, professional, social, and cultural development of the entire University community.
- Our Educational Opportunity Program celebrated its twentieth year of providing support for a GW education to students in our metropolitan area, and we created the Twenty-First Century Scholars program to finance a GW education for outstanding District of Columbia public school graduates. Recognizing that tuition increases create needs for additional financial assistance, we significantly increased our financial aid budget for all qualified students.
- Overall, we have reaffirmed our commitment to equality of opportunity in all phases of University life through increased recruitment of women and minorities.
- We are continuing to enhance the University's student housing. This includes improvements to the physical plant as well as to the programs and experiences in the residence halls.
- Plans are under way, which will become apparent in the spring term of the 1989-90 academic year, to completely renovate the GW Bookstore. The facility will be upgraded and we believe the quality of service provided to students, faculty and others will be significantly enhanced.





□ Our new ideals of coherence and cooperation have also made themselves felt within the financial administration of the University. For the first time in seventeen years, all of those involved in fiscal management—including the Comptroller, those responsible for internal auditing, and those responsible for the financial aspects of our personnel policies—have been brought together to function as a team. In the words of Charles Diehl, our Vice President and Treasurer, “We have been able to start a process that will continue in future years. It will enable us to insure the fiscal stability of the University, to provide for the selective growth of University programs and facilities, and to implement management systems that allow us to monitor and evaluate our performance.”

□ In order to make the sense of a common University identity explicit as well as implicit, we have produced a new Graphic Standards Manual governing all GW stationery and publications and have launched a monthly tabloid—*By George!*—with an internal as well as an external function. *By George!* is devoted to bringing the world a lively yet authoritative overview of The George Washington University. Those who teach and study at GW and those who staff its disparate offices and campuses will find it equally informative, and, we hope, will not be shy about submitting their own thoughts and concerns for publication.

Valerie Epps (left), director of GW’s Educational Opportunity Program, with junior zoology major Sabrina McGee. For her contributions in mentoring and

facilitating educational opportunity, the District of Columbia government proclaimed last March 29 “Valerie Epps Day.”

□ This new sense of identity is facing its first major challenge as we move toward the establishment of a new campus in Northern Virginia (Loudoun County), on a parcel of land given to GW by Trustee Robert Smith in the spring of 1986. Our campus will be part of a research and development park. Planning is well under way for the facilities to be constructed and programs to be offered. Faculty members and administrators are very enthusiastic about this new campus, which we now project will be opening in the fall of 1991.

The list I have presented above represents only a broad-brush approach to a few of the accomplishments of the past year. What follows is a more detailed discussion.

Most of us have witnessed—in the daily newspaper, among other places—a furious nationwide debate on the relationship between two

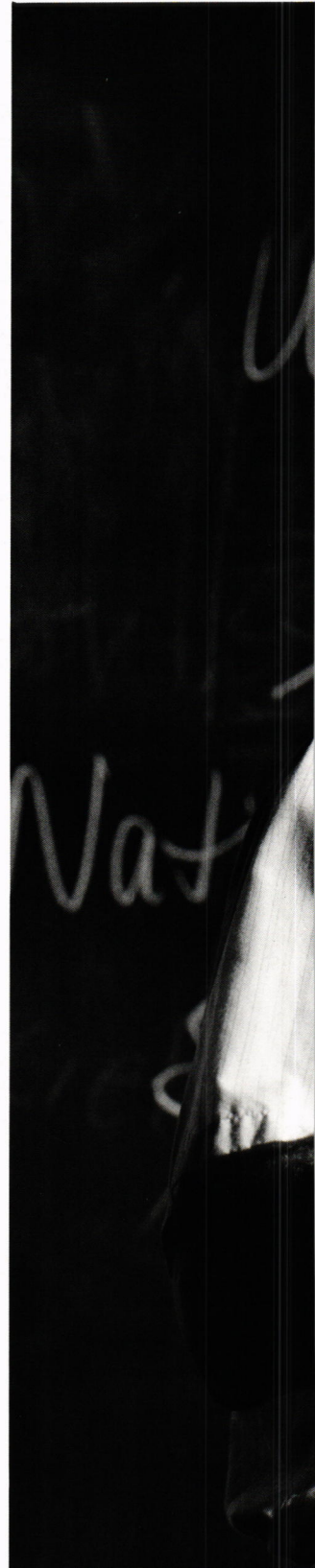
Teaching and Research: A Working Balance.

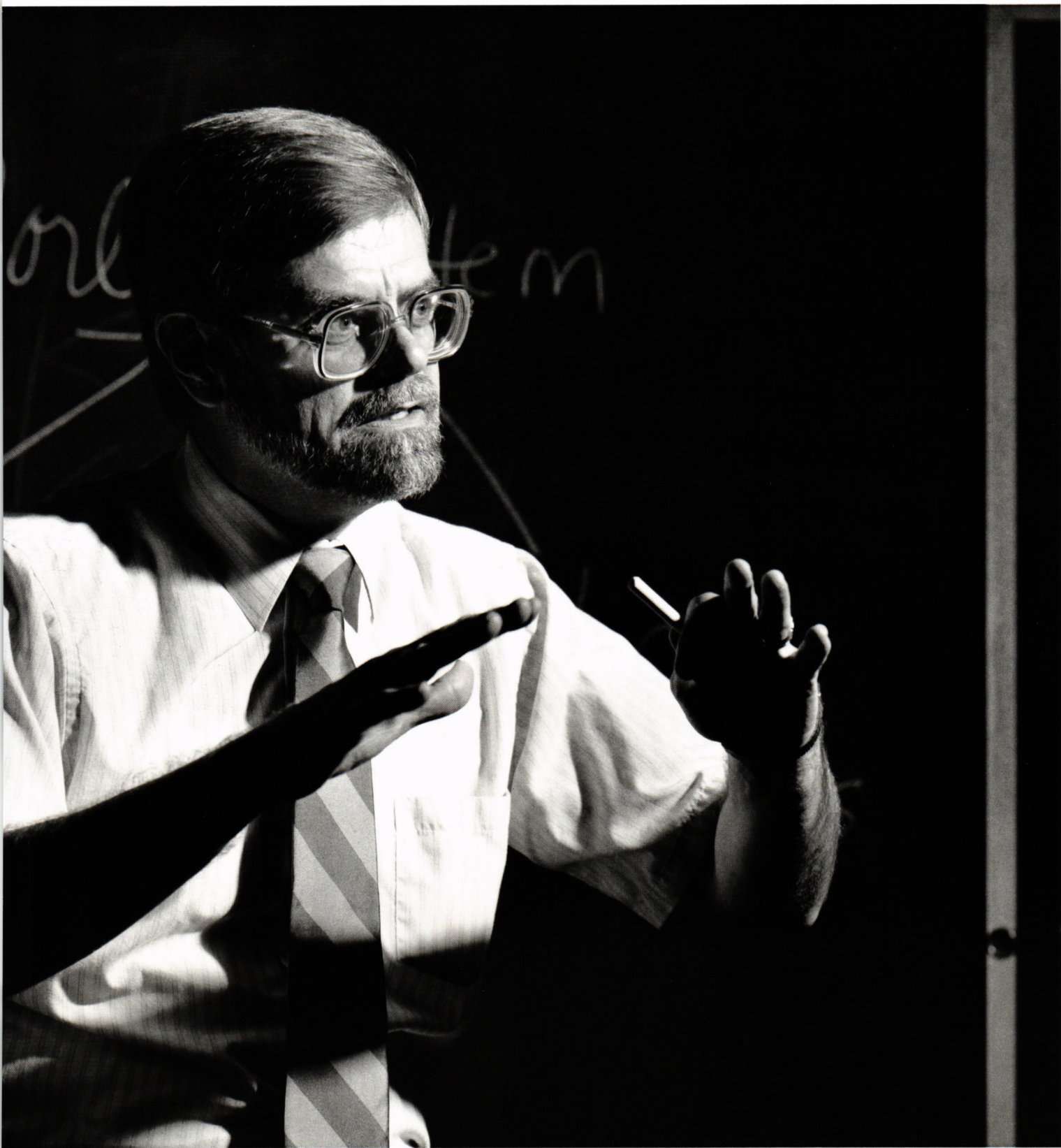
critical activities, teaching and research. It would be difficult to find a major university or four-year college where this relationship is not under current and often acrimonious discussion.

□ Where teaching and research at GW are concerned, the past year has seen the emergence within the University of an articulated desire for *balance*. The University enjoys an enviable reputation for the dedication and accessibility of its teachers. It also has developed an impressive number of research programs considered to be of nationally recognized caliber. What has gradually emerged from our conversations is the conviction that these two emphases can be joined together in ways that strengthen both and detract from neither.

Those who must do the truly difficult work in achieving such a balanced system are, of course, the University's faculty members, and I would like to begin by listing some of the efforts we are making to see to it that GW's dependence on them is matched by its concern for their professional environment:

A prime attraction to students of politics is the opportunity to study with professors who bring to the classroom broad experience in national affairs. A case in point is Henry R. Nau, professor of political science and international affairs. Dr. Nau has interwoven his teaching career with two high-level government posts—including service for President Reagan as senior staff member of the National Security Council responsible for international economic affairs. He also served in the State Department during the Ford Administration.





□ We have reached general agreement on the importance of raising the level of faculty compensation at GW if our teaching and research missions are to continue to flourish. Based on our excellent enrollments for the fall

1989 semester, we will be able to award supplemental merit-based

**More Faculty Research Support.
Better Computing Capabilities.**

increases to approximately 150 faculty. These raises are in addition to those given to University faculty at the end of the last academic year.

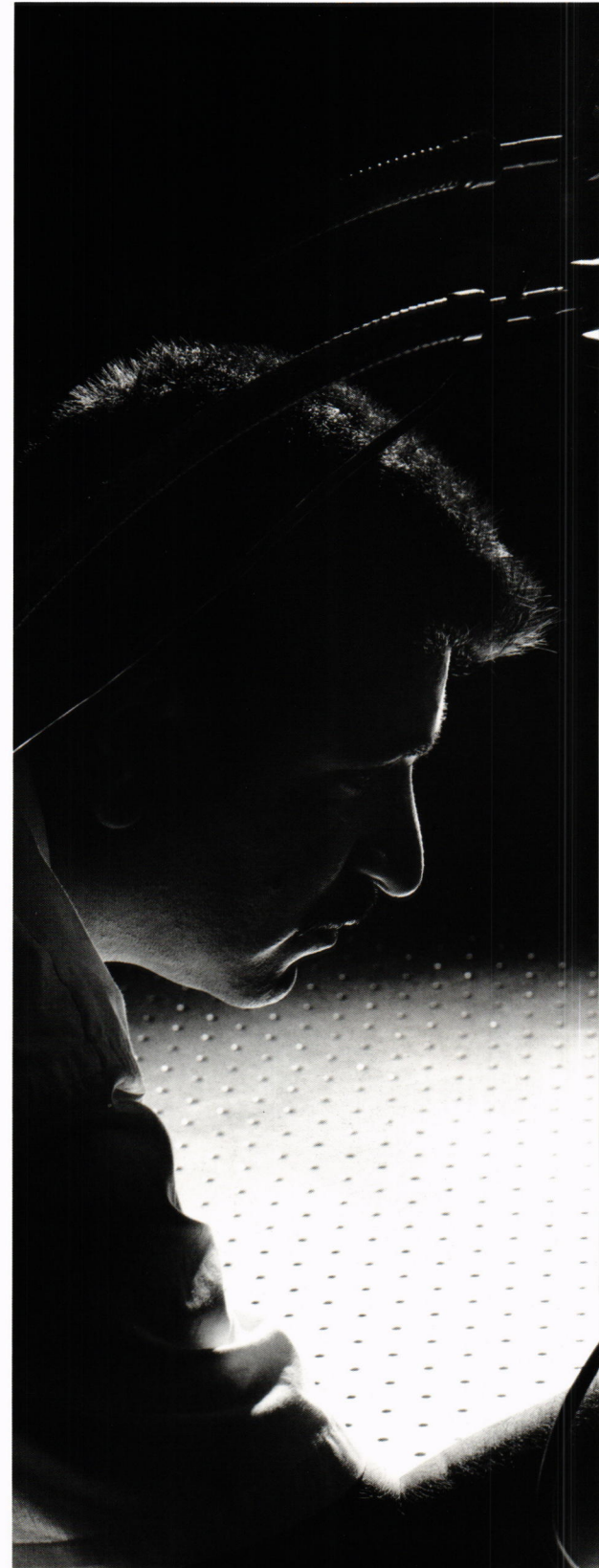
□ In the 1989–90 academic year, we hope to allocate between \$500,000 and \$1 million beyond the sums already provided to the academic units of the University. The money will be invested by the Vice President for Academic Affairs, guided by a general schedule of priorities prepared by the council of Deans.

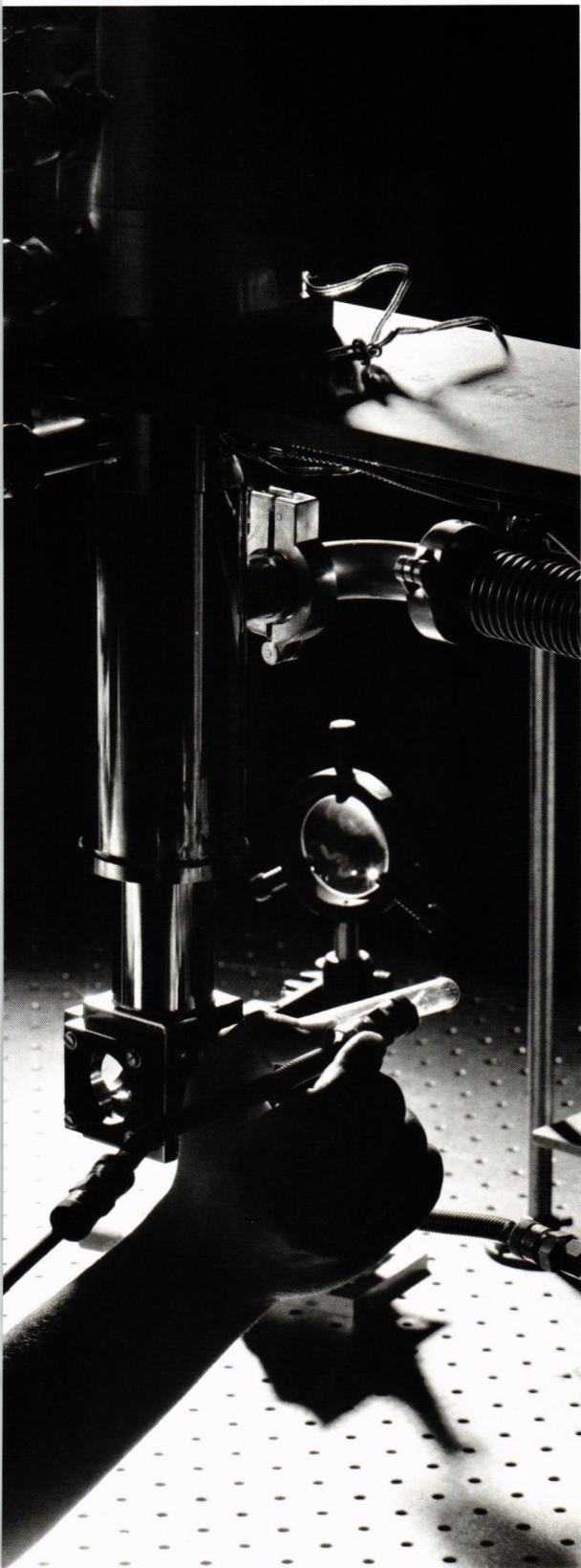
□ The levels of University funding for the support of individual faculty research projects continue to increase. In the academic year 1988–89, the University Committee on Research expended over \$200,000 to support proposals submitted by 44 faculty. This was in addition to summer research grants provided by individual schools and colleges, including \$40,000 for junior members of the Arts and Sciences faculty and \$80,000 for faculty of the National Law Center.

□ In order to make certain that University-wide discussions of research-related matters are conducted in an effective manner, we have freed the office of GW's Vice President for Research of a number of unrelated administrative duties and have brought it into alignment with the office of the Vice President for Academic Affairs.

□ We have seen to it that as of the beginning of the present academic year, faculty members taking full-year sabbatical leaves receive 60 percent rather than 50 percent of their annual salaries from the University, plus benefits.

□ Some additional funding for Gelman Library has made it possible to rationalize its acquisitions program—a step that will benefit faculty members and students alike.





Resources also will be available to begin addressing professional staff requirements. An unfinished agenda remains to be dealt with in 1989-90.

□ Improvements in academic computing will soon be put into effect by a revamped Advisory Council on Academic Computing and Information Systems consisting of faculty members (named by their deans), at-large members (named by the Vice President for Academic Affairs), and several *ex officio* administrators. In September, we will have our third computer classroom installed, the first equipped with Macintosh computers. We hope to have a fourth computer classroom installed in the spring, representing a growth of 100 percent in one year.

□ In 1988-89, Dr. Carl Lange and Dr. Anthony Coates, at the request of the Vice President for Academic Affairs, prepared a major report entitled, "Strategies for Research: Toward Growth and Competitiveness," which argued that there exists at the University an exceptional opportunity to create major research programs in selected disciplines and/or interdisciplinary fields. As subsequently modified by the Council of Deans, the report identifies specific fields within which the University has already achieved nationwide prominence. These fields will receive institutional support intended to move them into the first tier of university research programs. The programs and institutes that will be affected at this time are the Bio-statistics Center, the Genetics Program, the Institute for Materials Research, the Center for Nuclear Studies, the Institute for Reliability and Risk Analysis, the Institute for

A faculty engaged in exciting research attracts talented graduate students to the University. One of these is Parviz Hassanzadeh, a

doctoral candidate working in the area of combustion chemistry with Associate Professor J. Houston Miller. In the photo at left,

Mr. Hassanzadeh is using a matrix isolation system to trap unsaturated hydrocarbon radicals.

Interactive Computer Graphics and Human-Computer Interfaces, the Space Policy Institute, and the Institute for Sino-Soviet Studies. Implementation of this University research policy will be the responsibility of the Vice President for Academic Affairs in consultation with GW's newly-established Advisory Committee for Research.

□ For the third year in a row, there has been a dramatic increase in the amount of external funding secured by our faculty for sponsored research. In the past fiscal year, some \$38 million in our expenditure budget, \$5 million more than last year, was derived from these sources.

□ A comprehensive review of campus space needs is high on our agenda. Housing, faculty offices, labs, and similar issues are being considered with the future in mind.

□ The steps we are taking to see to it that excellent teaching accompanies excellent research are less easy to describe. The risk for GW of *already having* a nationwide reputation for the instructional work of its faculty members is, of course, complacency. In today's university climate, where definitions of "good teaching" and "responsible curriculum" are subjects of intense debate, the very opposite of complacency is mandated: a continuous awareness by all of those affiliated with the University of the extent to which *all* instruction of undergraduate and graduate students, whether conducted in the classroom, the laboratory, or a tutorial setting, is important to the University and will powerfully affect its long-term growth and development.

□ It is most unusual to find a major university *not* centered on a first-rate undergraduate arts and sciences college. Thus, one of the major goals we have developed in the past year is that of achieving an even higher degree of centrality, visibility, quality, and identity for Columbian College. The fact that this goal parallels some of our efforts on behalf of GW as a whole is an encouragement to us and suggests, again, that the cause of both liberal and professional undergraduate education interlocks with and supports the other activities required of a major university.





In the course of the past year, new channels of communication have been opened with Student Association leaders to see to it that our students' perceptions of their needs are brought to rapid and University-wide consideration. Here, in broad form, are some of the improvements now underway:

□ We already have in place a model program of orientation and training for graduate teaching assistants from other countries. The deans have agreed that, as of the beginning of the next academic year, *all* graduate teaching assistants, including those from the United States, will participate in the program. This will enable us to monitor and, when necessary, to improve the quality of all aspects of the undergraduate experience at GW. Our next step will be to develop this

**Re-emphasis on Arts and Sciences.
A Heightened Dialogue with Students.**

program into a year-round Instructional Resources Center where junior faculty can get help with course design, teaching methods, and other matters that bear on the education of our undergraduates.

□ Though the historical role of student newspapers has often been that of "constructive critic"—a role whose ultimate institutional utility should not be minimized—we are seeing to it that *The GW Hatchet* is kept informed about the subjects and policy directions being considered by the University; is regarded as a vital part of University "dialogue," and, as this implies, is perceived as an appropriate forum in which student-related issues can be discussed not just by students but also by faculty members and administrators.

Associate Professor Turker Ozdogan, founder and "heart" of the University's ceramics program, was born in Izmit, Turkey, and earned his MFA at GW.

An award-winning sculptor in ceramics, he works at left with another award winner—Leslie Burka, a GW MFA

candidate who this year won the prestigious David Lloyd Kreeger Prize in Ceramics.

- In this present academic year, we will begin a new program of breakfast meetings between students from every part of GW and senior administrators, including myself. "Taking the student pulse" in this way will make it possible for us to measure regularly how University policies are impacting on the grass-roots level at which education must be effective if it is to take place at all. I plan to spend some nights in an undergraduate residence hall.
- The University has prepared an exhaustive analysis of the support being received by all graduate students. This has enabled GW administrators, working closely with the Council of Deans, to begin to improve the University's policies and practices in this area.
- We have reorganized the management of all national fellowship competitions entered by our undergraduate and graduate students. The Dean of Columbian College

**New Programs for Gifted Students.
A Prime Resource: Washington, D.C.**

will have
primary
responsibility
for identifying
and assisting

undergraduates from all GW schools and colleges who stand a good chance of succeeding in competitions of this kind. The Associate Vice President for Research and Academic Affairs will be responsible for graduate student competitions as well as those entered by faculty members.

- Endowed funds previously undesignated have now been devoted to the creation of six new Presidential Merit Fellowships for graduate students. Each of these will provide a \$14,000 stipend and eighteen hours of tuition. These fellowships have been assigned to the fields of study that have been given priority on our research agenda.
- We have set up a new challenge program enabling us to match, with full tuition awards, up to twenty gifts of \$10,000 or more given to the University for fellowships. The first such gift, from the Loctite Corporation, will support a minority graduate student. Another, from the Ford Motor Corporation, will help to support graduate students and postdoctoral fellows in the University's Institute for Reliability and Risk Analysis.





- Our 1989-90 operating budget provides for a 15 percent increase in graduate student stipends—the eighth straight University budget in which an increase of this size has been included.
- Undergraduates elected to Phi Beta Kappa in their junior year will henceforth receive a \$2,000 scholarship in their senior year. We are also working to make our Phi Beta Kappa chapter a significant contributor to the liveliness of campus intellectual life and a motivator for superior academic achievement.
- We are actively searching for a director of the Honors Program developed by the Columbian College faculty. We hope soon to expand the Honors Program to all undergraduate divisions.
- Also at the undergraduate level, and under the supervision of the dean of Columbian College, we are in the process of revising our popular communications programs and their relationships to one another.
- At the request of the Student Association, we are now well on the way to establishing a completely on-line course registration system for our students. It will make the registration process much more efficient and will benefit both undergraduates and graduate students.
- We are beginning to develop expanded Summer Session programs that will make good use of the Washington setting, our distinctive faculty resources, and our physical plant.
- The U.S. Department of Education has awarded the University a most unusual *five years of funding* for its new Cooperative Education Program, which will enable undergraduates to gain experience within their chosen career areas and to bring “hands-on” knowledge into the classroom setting.

GW gave Jean Michel Favre a special birthday gift last April—notification of his selection as a Presidential Merit Fellow. Favre, a native of France

who earned his MS at Utah State University, is on leave from a research engineer position to work on a doctorate in electrical engineering/

computer science with Professor James Foley. Says Favre, “I looked at schools all over the United States” before settling on GW.

□ In the summer of 1989, through an arrangement with our food service provider, the Marriott Corporation, the University invested \$500,000 to upgrade the food service area of the Marvin Center's Grand Market Place. This renovation will offer students better display, better food preparation, and more efficient traffic flow.

□ A new floor has been installed on the basketball court of the Smith Center. Further enhancement of the Smith Center is contemplated. Intramural programming has been expanded.

□ We have moved forward, in the past year, toward developing a network of attractive, well-equipped, well-staffed centers for continuing education. Two such centers are now operative in Virginia—one in Tidewater, the other in Crystal City.

Though the amounts families and students must spend for tuition are a subject of serious nationwide concern, it is a matter of common knowledge that tuition pays only a por-

tion of the true cost of higher education.

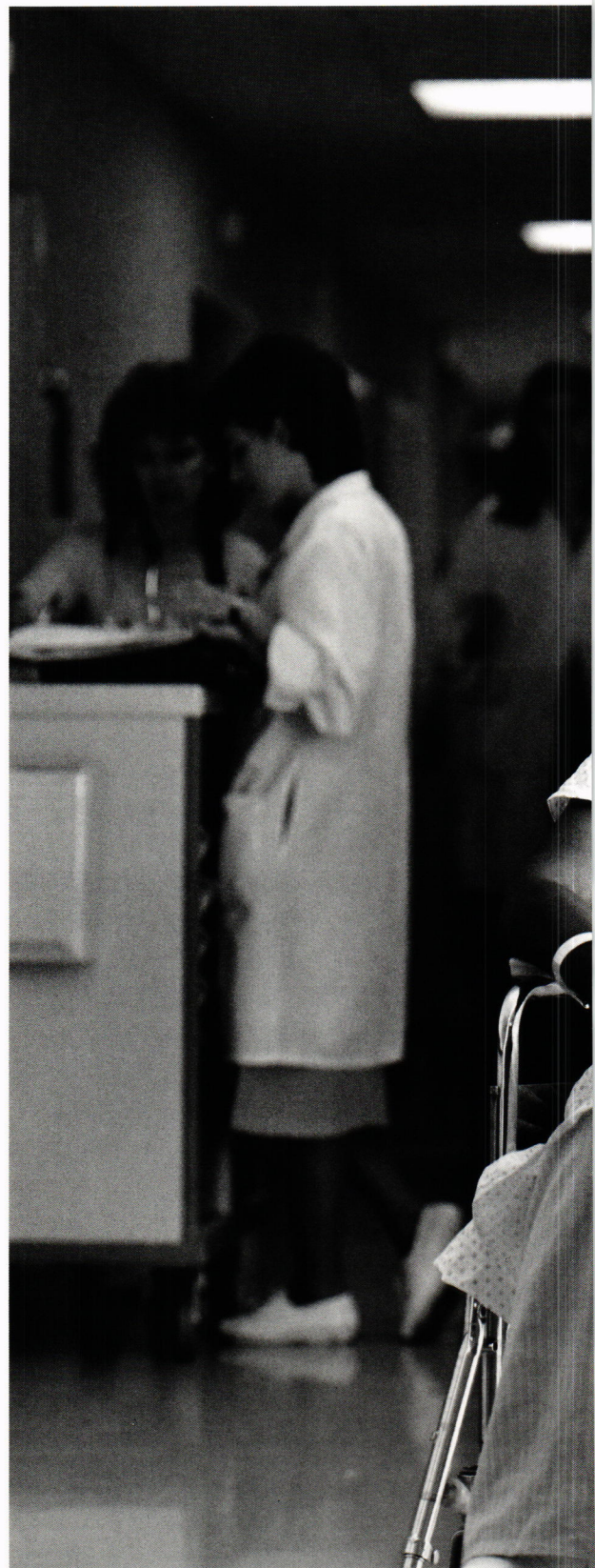
Major capital improvements

**Philanthropy: A Key to the Future
for University and Medical Center.**

and the long-term growth of the University are made possible through significant philanthropy. This makes the effective functioning of the University's Development and Alumni Affairs Office a matter of great importance. Here is a summary of the excellent results achieved in the course of the last year.

□ Annual Fund giving was up by 12.4 percent over the previous year, for a total of \$6.4 million. Capital gifts, which reflected the "winding-down phase" of the Campaign for George Washington, totalled \$7.5 million and were equal to those received in the previous year.

□ When program funding contributed by private corporations and foundations is added to these figures, total "voluntary support" received by the University in 1988-89 comes to \$16.8 million. In a year in which many universities experienced a decline in such support, ours was up from 1987-88.





- A seven-year summary of gift support to GW shows an increase of 107.4 percent between the fall semester of 1982 and the close of the academic year 1988-89.
- The cumulative total received by the Campaign for George Washington since it was launched in 1985, with the leadership of Trustee Oliver Carr, reached \$70.5 million at the end of 1988-89, representing 94 percent of the \$75 million goal. Gifts of \$1 million or more were received from CONRAIL, to honor Trustee Stanley Crane, from Hewlett-Packard and from a Hilda Drake bequest. With a year to go to the Campaign's official close in June 1990, Vice President Michael Worth feels that the goal will be met and, in all probability, substantially exceeded. Planning has already begun for major fundraising initiatives to be undertaken in the 1990s, initiatives designed to carry the University into the 21st Century.
- In 1988-89 we established a Reunion Gift Program for alumni celebrating their fifth, tenth, twenty-fifth, and fiftieth reunions. More than \$75,000 was raised—an amount that is expected to increase as more of our alumni come from residential rather than commuting backgrounds. This effort is part of a broad restructuring of GW's Reunion Program, one that will encourage our alumni to identify much more closely with the University as they move through life.
- Along related lines, we have now completed the second year of the Distinguished Alumni Scholars program, aimed at bringing some of our most illustrious alumni back to visit and speak at the university that nurtured them.
- The 1988-89 academic year also saw the beginning of our new Medical Development Office. The University's Medical Center, with Vice President Tom Bowles at the helm, received more than \$5 million by the time the year ended.

In addition to educating tomorrow's physicians, the GW Medical Center is known for its commitment to the

highest standards of patient care. At left, Kathy Rohrbeck, RN, enjoys a stroll with a patient.

□ A search is currently under way for a director to oversee development work at the GW National Law Center, part of a strategy of "coordinated decentralization" that will be applied, as budgetary considerations permit, to other schools and colleges of the University.

□ We are presently seeking an Executive Director of Alumni Programs, a new senior administrative position.

In the course of a typical first year in office, a university president inevitably comes in for his or her share of

exaggerated expectations, premature doubts, and general

A History of Service.
A Nationwide Model.

"testing." These experiences strike me, in retrospect, as pale shadows indeed beside the roster of achievement that makes up the bulk of this report. I am grateful for the commitment to The George Washington University shared by faculty, students, trustees, staff, administrators, alumni, and friends. One special and unpaid member of the University community, Francine Trachtenberg, deserves recognition for patient, hard work and sustained good humor.

A frequent media image of a university president at the end of "the first year" is that of a boxer on the ropes. My own image—what I suppose I would have to call my self-image—is somewhat different. It is that of a president whose feelings of satisfaction and productivity have steadily risen as he has learned the happiest lesson of all: that he works at a splendid university engaged in turning itself into a nationwide model of what higher education must become if it is to continue its history of service to America, to the American people, and to those who come here as students, teachers, and researchers from so many parts of the world.



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